

# Cal-OAR

## Local Advocate

### Involvement Handbook



By:

*Coalition of California Welfare Rights Organizations*

## CCWRO

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# EXECUTIVE SUMMARY

## CalWORKs Outcomes and Accountability Review (Cal-OAR)

CalWORKs Outcomes and Accountability Review (Cal-OAR) is a new CalWORKs county self-evaluation process done every three years to improve services to CalWORKs beneficiaries. Cal-OAR has three parts:

- (1) county performance measures of CalWORKs employment services,
- (2) a CalWORKs county self-assessment process, and
- (3) a CalWORKs county system improvement plan, including a peer review component that includes community participation in the process.

Below is portions of the Cal-OAR instruction manual relative to advocate involvement and types of data that the county will be collecting for the CalWORKs employment program.

### “ CalWORKs Outcomes & Accountability Review Continuous Quality Improvement Instruction Manual

Engage Stakeholders

Select methods for stakeholder consultation; this may include, but is not limited to: large stakeholder meetings, focus groups, surveys, and interviews.

Refer to [Engaging Local Stakeholders](#) section for the list of required stakeholders.

Engage and collaborate with stakeholders in the meaningful discussion regarding performance measure data, client satisfaction survey results (See [Client Satisfaction Survey](#) section), and other relevant information to inform the CW-CSA.

Refer to *Appendix C: Stakeholder Engagement Toolkit* for additional information on collaborating with local stakeholders, and the [CW-CSA Reporting](#)

[Requirements](#) section for what feedback to consider in the data analysis.

The county will utilize the information collected from stakeholder engagement and through the client satisfaction survey to support the CW-CSA.

#### ENGAGING LOCAL STAKEHOLDERS

As discussed previously, stakeholder engagement at the state level was statutorily required for the development and implementation of Cal-OAR. Continued stakeholder engagement and collaboration at the local level is required of CWDs for the CW-CQI process. This engagement and collaboration is critical to gain additional information and insight related to measure performance, strategies for improvement, and to better understand the impact of

system changes on CalWORKs clients and interrelated programs.

Required local stakeholders include:

County CalWORKs administrators, supervisors, and caseworkers  
Current and former CalWORKs clients  
County human services agency partners

To the extent possible and relevant, local stakeholders should also include:

Community College representatives  
Tribal organizations  
Local Workforce Development Board  
Adult Education providers  
Domestic abuse service providers  
Local housing and continuum of care programs  
County behavioral health departments  
County drug and alcohol programs  
Community-based service providers  
Organizations that represent CalWORKs clients  
Child care resource and referral programs  
Alternative payment programs

Additional information and resources for engaging the local stakeholder community can be found in subsequent sections of this instruction manual and in *Appendix C: Stakeholder Engagement Toolkit*.

### **Client Satisfaction Survey**

To promote stakeholder engagement within the Cal-OAR process, CDSS, Mathematica

Policy Research, and current and former CalWORKs clients have collaboratively developed a CalWORKs client satisfaction survey. Data collected from this survey is a rich source of information available to CWDs for the CW-CQI process; for measure analysis and CalWORKs program assessment. More information on how to use survey data within the CW-CQI process can be found in the CW-CSA Section, within the [Stakeholder Engagement and Feedback](#) and [Performance Measure Analysis](#) subsections.” *Source: CDSS*

### **Continuous Quality Improvement** Appendix C: Stakeholder Engagement Toolkit

CDSS envisions this section providing information to CWDs to assist in the local stakeholder engagement process, required by Cal-OAR. This may include:

A process guide on how to conduct formal and informal stakeholder convenings.

Tips on how to focus discussions and make these meetings fruitful.

Examples of how to best engage stakeholders (i.e. forums, webinars, online, focus groups).

This information will also be addressed in training.

## Local Engagement Statute for Cal-OAR

*11523(d)(2)(B) (i) The county CalWORKs self-assessment process shall be completed every three years by the county in consultation and collaboration with local stakeholders and submitted to the department.*

*(ii) Local stakeholders shall include county CalWORKs administrators, supervisors, and caseworkers; current and former CalWORKs recipients; and county human services agency partners. To the extent possible and relevant, local stakeholders shall also include representatives of community colleges, tribal organizations, and the local workforce board. Additional specific county human services agency partners shall be determined by the county and may include, but are not limited to, adult education providers, providers of services for survivors of domestic violence, the local housing continuum of care, county behavioral health departments, county drug and alcohol programs, community-based service providers, **organizations that represent CalWORKs recipients**, child care resource and referral programs, and alternative payment programs, as appropriate.*

*(3) (A) (ii) (D) The county human services agency shall complete an annual progress report on the status of its system improvement plan and shall submit these reports to the department. The department, in consultation with the workgroup, shall develop uniform elements of the progress report.*

## CalWORKs OUTCOMES AND ACCOUNTABILITY REVIEW (Cal-OAR) IMPLEMENTATION TIMELINE

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TIMEFRAMES*	CAL-OAR ACTIVITIES
February 2019	<ul style="list-style-type: none"> <li>Regular check in calls with SAWS begin - <i>to answer questions and work out details re: data and reporting automation</i></li> <li>Feb 5-20: Performance Measures and Reporting ACL stakeholder review</li> <li>Late Feb: Final two-part CQI subcommittee to review Instruction Manual</li> </ul>
March 2019	<ul style="list-style-type: none"> <li>Late March: CQI package ACL stakeholder review</li> </ul>
April 2019	<ul style="list-style-type: none"> <li><b>Release Performance Measures and Reporting ACL</b></li> <li>Cal-OAR online training begins (April to include Cal-OAR 101 and measures/reporting) - <i>remote trainings continue regularly through July 2019</i></li> </ul>
May 2019	<ul style="list-style-type: none"> <li><b>Release CQI ACL</b></li> <li>Remote CWD training continues (May to include measures/reporting)</li> </ul>
June 2019	<ul style="list-style-type: none"> <li>Remote CWD training continues (June to include CQI)</li> </ul>
July 2019	<ul style="list-style-type: none"> <li><b>July 1: Cal-OAR Implements</b> (First three-year cycle: July 2019 thru June 2022)</li> <li>Remote CWD training continues (July to include CQI)</li> </ul>
September 2019	<ul style="list-style-type: none"> <li>Monthly conference calls with counties to support CSA and SIP development – <i>to continue through December 2020</i></li> </ul>
December 2019	<ul style="list-style-type: none"> <li>Dec 16-18: CW Training Academy, to include Cal-OAR trainings</li> </ul>
Jan thru March 2020	<ul style="list-style-type: none"> <li>In-person CWD trainings (approximate timeframe)</li> </ul>
Spring 2020	<ul style="list-style-type: none"> <li>CSAs due</li> </ul>
Summer 2020	<ul style="list-style-type: none"> <li>Cal-OAR Peer Review process to being (timeline will vary by county)</li> </ul>
Fall 2021	<ul style="list-style-type: none"> <li>SIPs due</li> </ul>
Spring 2022	<ul style="list-style-type: none"> <li>Progress Reports due</li> </ul>

# Cal-OAR actual statute

11523. (a) This section shall be known and may be cited as the CalWORKs Outcomes and Accountability Review Act of 2017.

(b) The State Department of Social Services shall establish, by July 1, 2019, the California CalWORKs Outcomes and Accountability Review (Cal-OAR) to facilitate a local accountability system that fosters continuous quality improvement in county CalWORKs programs and in the collection and dissemination by the department of best practices in service delivery.

The Cal-OAR shall cover CalWORKs services provided to current and former recipients, including those who are in sanction or exempt status or who are unengaged, and shall include the programmatic elements that each county offers as part of its CalWORKs service array as well as any local program components, and shall consist of performance indicators, a county CalWORKs self-assessment process, and a county CalWORKs system improvement plan. For purposes of this section, "CalWORKs services" shall include welfare-to-work, family stabilization, housing support, and post-employment job retention services.

(c) (1) (A) By October 1, 2017, the department shall convene a workgroup comprised of representatives from county human services agencies, legislative staff, interested welfare advocacy and research organizations, current and former CalWORKs recipients, organizations that represent county human services agencies and county boards of supervisors, representatives of community colleges, tribal organizations, and the workforce investment system, and any other state entities that the department deems necessary. The workgroup members shall also include individuals with expertise related to domestic violence, substance abuse, and mental health. The workgroup shall establish a workplan by which the Cal-OAR shall be conducted, pursuant to the provisions described in this section, including a process for qualitative peer reviews of counties' CalWORKs services. The workgroup shall discuss potential costs for state and county participation.

(B) The department shall report annually to the Subcommittee on Health and Human Services of the Senate Committee on Budget and Fiscal Review and the Subcommittee on Health and Human Services of the Assembly Committee on Budget during the budget process with an update on the schedule for development of and future changes to the Cal-OAR.

(2) At a minimum, in establishing the work plan, the workgroup shall consider existing CalWORKs performance indicators being measured, additional, alternative, or additional and alternative process and outcome indicators to be measured, development of uniform elements of the county CalWORKs self-assessment and the county CalWORKs system improvement plans, timelines for implementation, recommendations for reducing the existing CalWORKS services

data reporting burden in light of new requirements established by the act that added this section and the resulting Cal-OAR, recommendations for financial incentives to counties for achievement on performance measures, and an analysis of the county and state workload associated with implementation of the requirements of this section.

(d) The Cal-OAR shall consist of the following three components: performance indicators, a county CalWORKs self-assessment, and a county CalWORKs system improvement plan.

(1) (A) The Cal-OAR performance indicators shall be consistent with programmatic goals for the CalWORKs program, and shall include both process and outcome measures. These measures shall be established in order to provide baseline and ongoing information about how the state and counties are performing over time and to inform and guide each county human services agency's CalWORKs self-assessment and CalWORKs system improvement plan.

(i) Process measures shall include measures of participant engagement, CalWORKs service delivery, and participation. Specific process measures shall be established by the department, in consultation with the workgroup, and may include measures of engagement as shown by improvement in program participation, timeliness of service provision, rates of utilization of program components, such as vocational education, and referrals and utilization of services based upon recommendations from the Online CalWORKs Appraisal Tool.

(ii) Outcome measures shall include measures of employment, educational attainment, program exits, and program reentries, and may include other indicators of family and child well-being as determined by the department, in consultation with the workgroup.

(B) Performance indicator data available in existing county data systems shall be collected by counties and provided to the department, and performance indicator data available in existing state department data systems shall be collected by the department and provided to the counties. These data shall be reported in a manner and on a schedule to be determined by the department, in consultation with the workgroup, but no less frequently than semiannually.

(C) (i) During the first three-year Cal-OAR cycle, performance indicator data, as reported by each county, shall be used to establish both county and statewide baselines for each of the process measures. After the first review cycle, the department shall, in consultation with the workgroup, establish standard target thresholds for each of the process measures established by the workgroup.

(ii) The department, in consultation with the workgroup, shall develop a process for resolving any disputes regarding the establishment of standard process thresholds pursuant to clause (i).

(D) For subsequent reviews, and based upon availability of additional data from enhancements to the Statewide Automated Welfare System or through interagency data-sharing agreements, the workgroup shall convene, as necessary, to consider whether to establish additional performance

indicators that support the programmatic goals for the CalWORKs program. Any additional performance indicators established shall also be subject to the process described in subparagraph (C) and include consideration of when data on the additional performance indicators would be available for reporting, if not already available.

(E) If, during subsequent reviews, there is sufficient reason to establish statewide performance standards for one or more outcome measures, the department may, in consultation with the workgroup, establish those standards for each of the agreed-upon outcome measures. In making a determination as to whether there is sufficient reason to establish performance standards for any outcome measure, the department shall consider whether all counties could reasonably be expected to meet those standards given local variability in employment opportunities, availability of services, demographics, educational opportunities, and funding, among other things.

(2) (A) The county CalWORKs self-assessment component of the Cal-OAR, as established by the workgroup, shall require the county human services agencies to assess their performance on the established process and outcome measures that comprise the performance indicators, identify the strengths and weaknesses in their current practice and resource deployment, identify and describe how local operational decisions and systemic factors affect program outcomes, and consider areas of focus that may be included in the county CalWORKs system improvement plan as described in paragraph (3). The county CalWORKs self-assessment process shall be designed to identify areas of best practices for replication and for system improvement at the county level, and shall guide the development of the county CalWORKs system improvement plan as described in paragraph (3). To the extent a county identifies eligibility procedures and practices that it determines, through its self-assessment, contribute to its achievement on process and outcome measures related to CalWORKs services, the county may, at its option, incorporate eligibility-related elements into its system improvement plan.

(B) (i) The county CalWORKs self-assessment process shall be completed every three years by the county in consultation and collaboration with local stakeholders and submitted to the department.

(ii) Local stakeholders shall include county CalWORKs administrators, supervisors, and caseworkers; current and former CalWORKs recipients; and county human services agency partners. To the extent possible and relevant, local stakeholders shall also include representatives of community colleges, tribal organizations, and the local workforce board. Additional specific county human services agency partners shall be determined by the county and may include, but are not limited to, adult education providers, providers of services for survivors of domestic violence, the local housing continuum of care, county behavioral health departments, county drug and alcohol programs, community-based service providers, organizations that represent CalWORKs recipients, child care resource and referral programs, and alternative payment programs, as appropriate.

(3) (A) (i) The county CalWORKs system improvement plan shall consist of uniform elements to be developed by the workgroup. It shall, at a minimum, describe how the county will improve its CalWORKs program performance in strategic focus areas based upon information learned through the county CalWORKs self-assessment process. The county CalWORKs system improvement plan shall be approved in public session by the county's board of supervisors or, as applicable, chief elected official, and submitted to the department.

(ii) The county CalWORKs system improvement plan shall be completed every three years by the county, approved in public session by the county's board of supervisors or, as applicable, chief elected official, and be submitted to the department.

(B) The county CalWORKs system improvement plan shall include a peer CalWORKs services review element, the purpose of which shall be to provide additional insight and technical assistance by peer counties for each county.

(C) Strategic focus areas for the county CalWORKs system improvement plan shall be determined by the county, informed by the county CalWORKs self-assessment process, as described in paragraph (2), with targets for improvement based upon what is learned in the county CalWORKs self-assessment process.

(D) The county human services agency shall complete an annual progress report on the status of its system improvement plan and shall submit these reports to the department. The department, in consultation with the workgroup, shall develop uniform elements of the progress report.

(e) (1) The department shall receive, review, and, based on its determination of the county CalWORKs system improvement plan meeting the required elements identified in subparagraph (A) of paragraph (3) of subdivision (d), certify as complete all county-submitted performance indicator data, county CalWORKs self-assessments, county CalWORKs system improvement plans, and annual progress reports, and shall identify and promote the replication of best practices in CalWORKs service delivery to achieve the established process and outcome measures.

(2) The department shall monitor, on an ongoing basis, county performance on the measures developed pursuant to subdivision (d).

(3) The department shall make data collected pursuant to this section publicly available on its Internet Web site.

(4) The department shall, on an annual basis, submit a report to the Legislature that summarizes county performance on the established process and outcome measures during the reporting period, analyzes county performance trends over time, and makes findings and recommendations for common CalWORKs services improvements identified in the county CalWORKs self-assessments and county CalWORKs system improvement plans, including information on

common statutory, regulatory, or fiscal barriers identified as inhibiting system improvements and any recommendations to overcome those barriers.

(5) (A) The department shall facilitate the provision of, and provide as appropriate, technical assistance to county human services agencies as part of the peer review that supports the county's selected areas for improvement as described in its system improvement plan.

(B) If, in the course of its review of county CalWORKs system improvement plans and annual updates, or, in the course of its review of regularly submitted performance indicator data, the department determines that a county is consistently failing to make progress toward its strategic focus areas for improvement or is consistently failing to meet the process measure standard target thresholds established pursuant to subparagraph (C) of paragraph (1) of subdivision (d), the department shall engage the county in a process of targeted technical assistance and support to address and resolve the identified shortcomings. If, after the assistance is provided, the county continues in its failure to meet its goals or performance thresholds, the department may engage in corrective action with the county.

(f) A county shall execute and fulfill components of its CalWORKs system improvement plan that can be accomplished with existing resources.

(g) A county shall not be required to execute and fulfill any components of its CalWORKs system improvement plan that creates new county costs, unless funding for those costs are appropriated in the annual Budget Act.

(h) Beginning in the 2019–20 fiscal year, and for each fiscal year thereafter, no more than two million dollars (\$2,000,000) from the General Fund shall be appropriated in the annual Budget Act to counties to complete the requirements described in subdivision (c).

## CAL-OAR PERFORMANCE MEASURES

Below are the Cal-OAR performance measures, grouped programmatically to aid in a comprehensive analysis. Additional details on each measure follow.

Programmatic Group	Performance Measures
Initial Engagement	<ul style="list-style-type: none"> <li>• Orientation Attendance Rate</li> <li>• OCAT/Appraisal Completion Timeliness</li> <li>• OCAT/Appraisal to Next Activity Timeliness</li> <li>• First Activity Attendance Rate</li> </ul>
Ongoing Engagement	<ul style="list-style-type: none"> <li>• Engagement Rate</li> <li>• Sanction Rate</li> <li>• Sanction Cure Rate</li> </ul>
Supportive Services	<ul style="list-style-type: none"> <li>• Child Care Access</li> <li>• Homeless Assistance and Housing Support Program Access</li> <li>• Ancillary Services Access</li> <li>• Transportation Provision Timeliness</li> </ul>
Education	<ul style="list-style-type: none"> <li>• Education and Skills Development Access</li> <li>• Education and Skills Development Utilization</li> <li>• Improved Literacy, Basic Skills and English Language Acquisition</li> <li>• Community College Progress Rate</li> <li>• Educational Completion</li> </ul>
Employment and Wages	<ul style="list-style-type: none"> <li>• Employment Rate of Current CalWORKs Individuals</li> <li>• Subsidized to Unsubsidized Employment</li> <li>• Wage Progression</li> <li>• Post CalWORKs Employment Rate</li> </ul>
Exits and Reentries	<ul style="list-style-type: none"> <li>• Exits with Earnings</li> <li>• Program Reentries</li> <li>• Program Reentries After Exit with Income</li> </ul>
Family Well-Being	<ul style="list-style-type: none"> <li>• Home Visiting Transitions to Welfare-to-Work Engagement</li> <li>• Family Stabilization Transitions to Welfare-to-Work Engagement</li> </ul>

## APPENDIX B: QUESTIONS FOR TARGETED ANALYSIS

The questions below are a resource for CWDs to use while performing the Targeted Analysis of each programmatic grouping of performance measures. This analysis is completed during the CW-CSA process. While it is not required for the CWD to answer each question listed here within the CW-CSA, the CWD should review and consider where answering the question will provide for a more robust CW-CSA.

For instructions regarding these questions, please see *Section 2* of the Instruction Manual (***CSA Reporting Requirements Section: Targeted Analysis; page 16***). If not specified, the questions below relate to all measures within the programmatic group.

### INITIAL ENGAGEMENT

- Describe the CWD's process for and goals of Orientation.
  - How does the CWD adapt the Orientation process based on client needs?
- Describe what happens if a client misses an Orientation or Appraisal appointment. How are they contacted? How many times can clients no show or reschedule before noncompliance is initiated?
- Describe how clients are informed about the availability of immediate child care prior to attending Orientation and Appraisal.
- How does the CWD ensure transportation needs are addressed for clients to attend Orientation and Appraisal?
- How is the OCAT Appraisal Summary and Recommendations Report (ASR) used by case managers to determine the next activity for clients? And to inform the welfare-to-work plan?
  - What other resources are used to prioritize service/activity assignment (i.e. CalMap)?
  - How are barrier removal recommendations discussed in the context of the client's next activity?
  - What is the process for referring clients for services following Appraisal?
- How is the client's long-term goals and activity preference accounted for when assigning activities following Appraisal?

### ONGOING ENGAGEMENT

- How does the ratio of engaged, sanctioned, and exempt cases compare? And, how does the demographic breakout between the engagement rate and sanction rate compare?
- How do the time clocks effect client activity choices? How does the CWD explain the relationship between the time clock limits and activity options to clients?

- Is the CWD employing the CalWORKs 2.0 Strategic Initiative? If so, explain which tools are being used/adapted, and how the initiative has impacted case management processes.
- Is the speed of supportive service authorization/reimbursement/advancement a barrier to clients' welfare-to-work engagement? How does the CWD address this?
- What is the process for establishing welfare-to-work plans for exempt volunteers?
- How are exempt clients re-engaged into the welfare-to-work program when their exemption ends?
  - What strategies are employed when re-engaging adults with a barrier related exemption (i.e. related to mental health, substance abuse, and domestic abuse) or a domestic abuse waiver?
- How is case management for sanctioned cases structured within the CWD (i.e. is there a banked caseload, specific units that work with sanctioned cases, etc.)?
- Do the staff qualifications or caseload vary for those with sanctioned cases?
- How does the CWD outreach to and re-engage sanctioned adults?
  - Does the CWD utilize different strategies for different populations? (for example, assistance units with young children, long term sanction cases, etc.)
  - If so, identify the populations and the strategies.

## **SUPPORTIVE SERVICES**

- Describe the CWD's service provision model, including service provider networks, partnerships, and contracted service providers.
- When and how does the CWD inform clients of the availability of supportive services?
- When and how does the CWD offer clients supportive services?
  - How and how often does the CWD revisit the need for supportive services with the client?
  - How do clients request supportive services, including after the welfare-to-work plan has been established?
  - How does the CWD inform clients of the necessary paperwork to request services and the approval process timeline?
- Explain the policies for approval/authorization of services, and the average timeframe for approval.
  - Are ancillary and transportation services advanced, reimbursed, or both, and under what conditions for the respective methods?
  - Are there any ancillary items or dollar thresholds that require secondary review? If so, explain what requires secondary review, how the review process is structured, and the average timeframe for approval.
  - What forms of transportation services are available to clients? How does the CWD determine which type of transportation service is most appropriate for a client? What options are available to clients who request a different form of transportation service?

- What are the most common reasons for denial of services?
- Are there any state or county policies that impact service delivery?
- What are the major limitations to serving the full need for services?
- Describe the CWD's process for transferring clients from Stage One to Stage Two Child Care. What barriers exist? How does the CWD know when a client has been successfully transferred to Stage Two?
- What is the process for HSP referrals? How are referrals identified?
- Provide data on the rates of HA/HSP re-referrals/re-requests/re-approvals.
- What are the CWDs outreach strategies for HA/HSP? How does the CWD ensure they are serving the most vulnerable clients?
- Explain any large fluctuations in the HA/HSP Access measure denominator.

## **EDUCATION**

- What is the CWD's process for engaging clients in education or training activities?
  - When does the CWD discuss the option for education or training activities with the client (during appraisal, welfare-to-work plan development, etc.)?
  - What steps must a client take to participate in education or training activities?
- What are the main barriers to successfully engaging clients in educational activities?
- In what ways is the CWD's relationship with the local community colleges successful? In what ways does the relationship need improvement?
- Provide the breakout of educational completions by degree/program type.

## **EMPLOYMENT AND WAGES**

- Describe the CWDs process for engaging employed welfare-to-work clients. What does case management look like for employed clients, and how does it differ from case management for unemployed clients?
- List and compare the top five employers and top five employment sectors for the CalWORKs population and the overall county population.
- What percentage of employed CalWORKs clients have unsubsidized employment, subsidized employment, and self-employment?
- What percentage of employed CalWORKs clients are employed part time? Full time (35 hours per week or more)?
- Describe the CWD's partnerships with local labor boards.
- Does the CWD's subsidized employment program have goals besides transitioning to unsubsidized employment (i.e. transitioning to other welfare-to-work activities)? If so, describe the other goals.
- Does the CWD partner with other agencies (i.e. the local board) to provide longer subsidized employment slots, beyond the welfare-to-work funded slot?

- How does the CWD support clients transitioning from subsidized to unsubsidized employment? What partnerships are leveraged, and what job retention services are provided during and after the transition, and after the case exits CalWORKs?
- How do former clients' median earnings compare to the overall county population's median earnings?
- Compare former clients' median earnings to the federal poverty rate, the California supplemental poverty rate, and the county living wage.
- Describe the CWD's post aid job retention services.

## **EXITS/REENTRIES**

- Provide the range of earnings that clients have when exiting the CalWORKs program.
- Examine why clients return to aid after exiting CalWORKs. In the CWDs experience, what are the top five reasons that clients return to aid?

## **FAMILY WELL-BEING**

- Describe the Family Stabilization Program design and services offered. How does the program design impact outcomes? What aspects of the program provide the most positive outcomes?
- What is the process for enrolling clients in Family Stabilization Program and the Home Visiting Initiative?
- What is the average length of time that clients stay in Family Stabilization Program and the Home Visiting Initiative?
- What portion of the Family Stabilization and the Home Visiting Initiative population are engaged in other program services, respectively?
- Does the CWD provide other services that divert clients from Family Stabilization Program enrollment?
- What are the CWD's policies for transitioning clients to welfare-to-work after successfully completing the goals outlined in the Family Stabilization plan?
- For clients that do not transition to welfare-to-work engagement after Family Stabilization or the Home Visiting Initiative participation: what are the reasons the transition did not occur?
- Do barrier removal services continue after clients exit the Family Stabilization program?

# Cal-OAR Advocate Involvement Proposed Actions

1. Contact your county, in writing or in person, and request that you be included in the W&IC § 11523(d)(2)(B)(i) workgroup as a local stakeholder representing the local CalWORKs beneficiaries;
2. Do a monthly California Public Records Act for copies of all county records produced by the county relative to the county CalAOR activities provided for pursuant to Welfare & Institutions Code section 11523.
3. Contact other stakeholders in your community and find out how you can provide them with educational materials regarding Cal-OAR. See Cal-OAR statute above for potential stakeholders.
4. Offer assistance to the county working with them to find CalWORKs beneficiaries who would participate in the process.
5. Keep a list of CalWORKs clients so when the time comes you have a list of potential CalWORKs beneficiaries for the Cal-OAR workgroup.

**For any  
question  
CONTACT  
CCWRO for  
Assistance at  
916-712-0071  
OR  
Email  
[Kevin.aslanian@ccwro.org](mailto:Kevin.aslanian@ccwro.org)**

**SAMPLE Public Records Act Request** - Dear county welfare director: Pursuant to the California Public Records Act, California Government Code § 6250 et seq., on behalf of our public assistance clients, CCWRO asks to review and then receive copies of the writings as defined in Government Code § 6253 (g) in the format provided for in Gov. Code § 6253.9 as described below. If the department has concluded that the document is not available electronically, please explain why not and provide us with an opportunity to review and examine the documents in the format provided for in Gov. Code § 6253.9 in response to this request so we can designate the documents in the format provided for in Gov. Code § 6253.9 for the period of \_\_/\_\_/\_\_\_\_.

(NOTE: If you do not have the item in electronic form, then I will inspect said document in person. After inspection, if I still wish to have a copy thereof, then, and only then, will pay the 20¢ a page fee. Please do not DEMAND money for documents in the format provided for in Gov. Code § 6253.9 that you have in electronic form and documents in the format provided for in Gov. Code § 6253.9 that I have not specifically inspected and requested a copy thereof.)

**What do we want?** Copies of any and all writings relative to the county CalAOR activities provided for pursuant to Welfare & Institutions Code section 11523.

We ask you for a determination on this request within ten days of receipt. If you determine that any or all of the information requested above qualifies for an exemption from disclosure. We request that you to note whether the exception is discretionary and, if so, whether it is necessary to exercise your discretion to withhold that information.

If you determine that some but not all of the information is exempt from disclosure and that the agency intends to withhold it, we ask that you redact it for the time being and make the rest available as requested.

If we can provide any clarification to expedite the request, please contact me at . Please email copies of any documents in the format provided for in Gov. Code § 6259 in response to this PRA to: I ask that you notify me in advance of any duplication costs exceeding \$20.00.

Thank you very much for your time and attention.

Your signature